



Supervisory SKILLS DEVELOPMENT PROGRAM

Building the Vision

Teams and the CDCR Community



SACRAMENTO
STATE

Course Objectives

- Examine the elements of teams and team development
- Identify techniques to positively manage the team through each stage of development
- Identify types of teams and their roles in the CDCR Community
- Develop methods to encourage team spirit
- Identify team roles
- Prepare for the challenges of building community through a diverse team



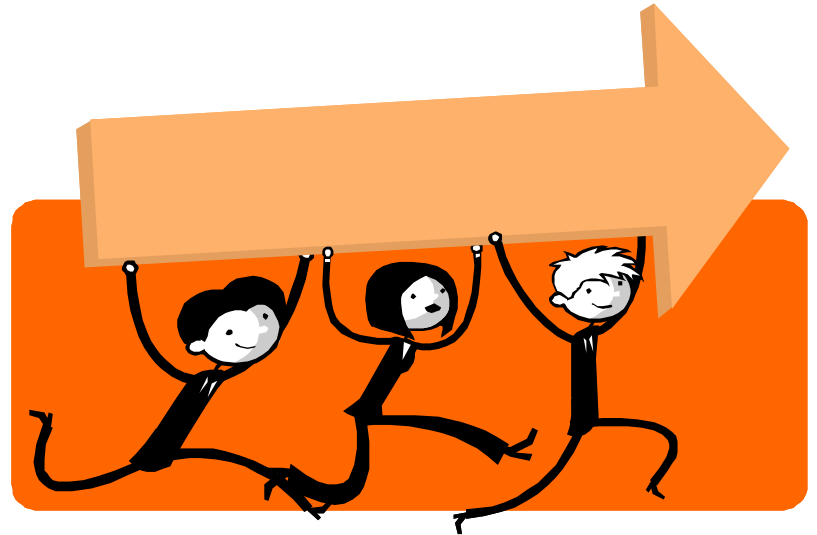
What is the CDCR Community?

- What is a community?
- Who is impacted by CDCR?
- Where does the impact occur?



What is a Team?

A team is a group of two or more people working toward a shared goal or purpose



Types of Teams

- Work Teams
- Parallel Teams
- Project Teams
- Management Teams



Types of Teams in the CDCR Community

- Identify examples of each type of team in the CDCR Community
- How are these teams similar?
- How do these teams differ?



Structure of Teams - Factors that make a team attractive

- Climate
- Interaction
- Size
- Relationship to the Community
- Success
- Fear and Stress



Factors that Decrease Team Attractiveness

- Team disagrees with how to solve problems
- Team makes unreasonable demands on members
- Team has members that are too dominating
- Team meetings have high level of self interest
- Team membership limits outside satisfaction



Factors that Decrease Attractiveness (Cont'd)

- Team has a bad reputation
- Team is in too much competition with other teams
- Team is not meeting individual needs
- Team places blame on individuals



Stages of Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning



Team Development Supervision Strategies

Forming	<ul style="list-style-type: none">■ Provide clear direction and structure■ Develop relationships and draft norms
Storming	<ul style="list-style-type: none">■ Hold steady■ Take the heat and don't take it personally■ Maintain norms■ Don't pick sides
Norming	<ul style="list-style-type: none">■ Stay neutral■ Leverage conflict management processes■ Revise or replace team norms



Team Development Supervision Strategies (cont'd)

Performing	<ul style="list-style-type: none">■ Collaborate with members on processes■ Help team develop their own skills■ Monitor performance■ Provide feedback
Adjourning	<ul style="list-style-type: none">■ Celebrate successes■ Identify lessons learned■ Formal reviews



Features of Real Teams

- Team Task
- Clear Boundaries
- Clearly Specified Authority to Manage Work Processes
- Membership Stability



Team Spirit



- What is it?
- Why do we want it?



Team Spirit Defined

A team demonstrating a combination of synergy and positive unification.



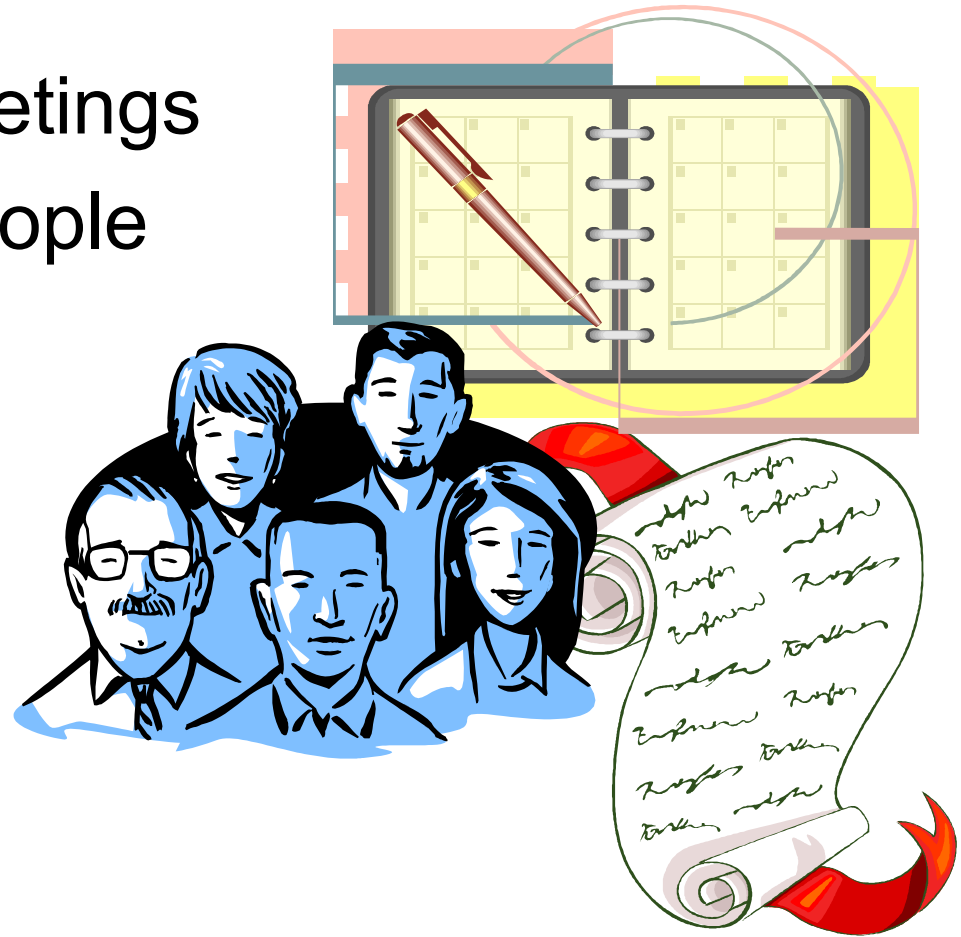
Elements of Team Spirit

1. Respect
2. Trust
3. Synergy



Meeting Management - Planning

- When to hold meetings
- Invite the right people
- Build an agenda



Tips for the Agenda

- Build with key meeting participants
- Determine goal and build to meet the goal
- Initiate the meeting with active participation
- Design for action next to each agenda item
- Allow time for participation



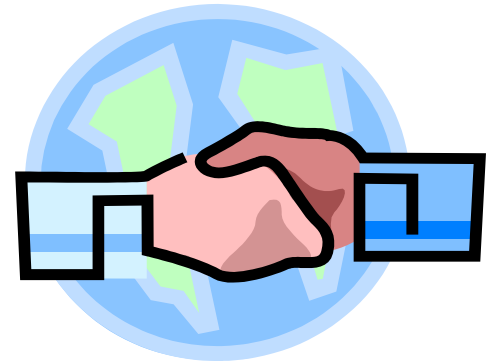
Tips for Kick Starting a Meeting

- Start on Time
- Welcome attendees and thank them for timeliness
- Review the agenda
- Model the energy level you want to see
- Clarify meeting roles



Establish Meeting Ground Rules

- Create rules that build trust and respect
- Post on agenda and at every meeting
- Review each rule when new members join
- Consistently apply and enforce ground rules



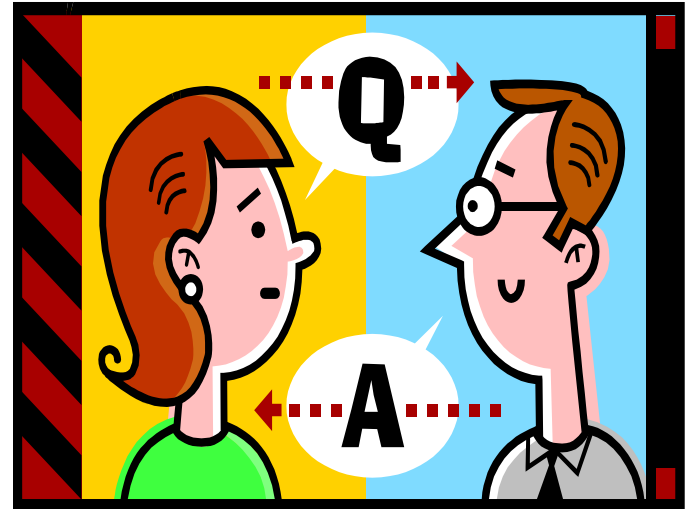
Time Management Tips

- Assign a time keeper
- Put times on all agenda items
- May ask for agreement to go over time on an item



Ask for Feedback

- Ask what went well
- Ask what could be improved



Facilitator Skills

- Meeting Management
- Observation Skills
- Communication Skills
- Teaching Skills
- Directing Skills



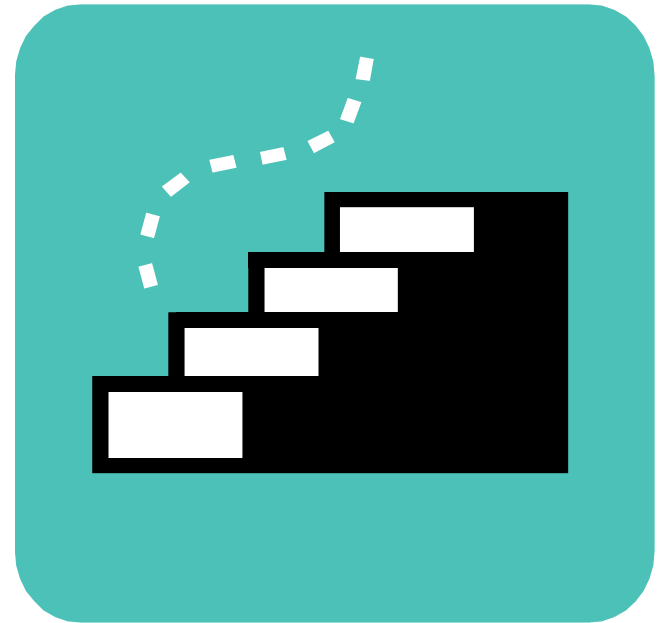
Facilitator Personal Attributes

- Self Awareness
- Credibility
- Empathy
- Flexibility



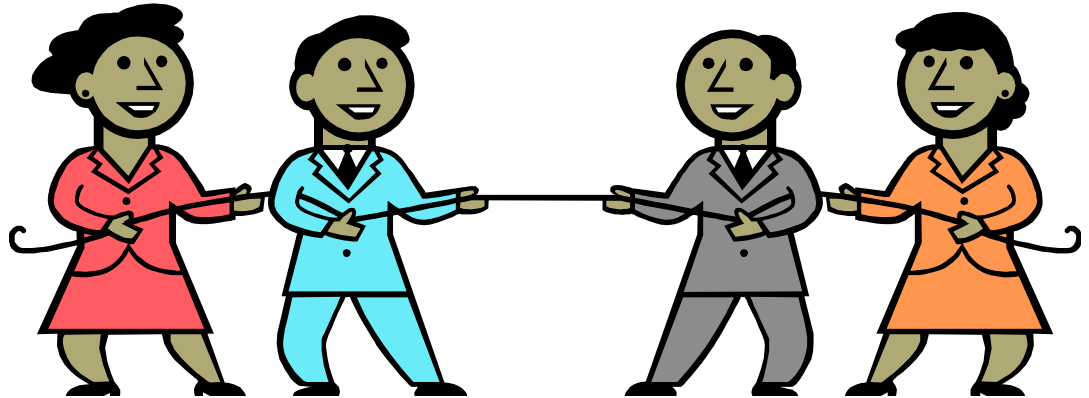
4 Levels of Diversity

- Personality
- Internal
- External
- Organizational



Managing Conflict

- What is it?
- What risks?
- What rewards?



Tips for Managing Conflict

- Provide your team with problem solving and decision making training
- Establish a positive team climate
- Provide clear structure, ground rules and guidelines for decision making
- Establish structured activities for participation



What is the CDCR Community?

- What is a community?
- Who is impacted by CDCR?
- Where does the impact occur?
- How do I impact the community?

